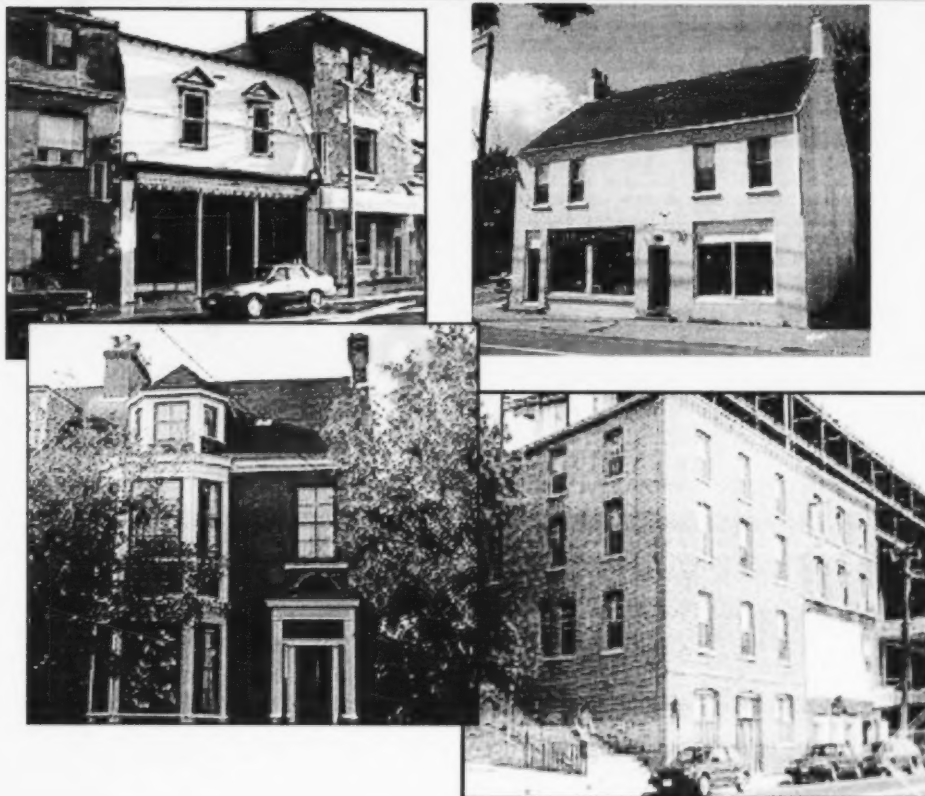

Downtown St. John's Strategy for Economic Development and Heritage Preservation



Background Report No. 4 Summary of Public Consultations

**Prepared by the
Study Team for the
Steering Committee**

December 2, 2000

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Introduction

This report is a compendium of information and materials from a number of consultations held during the preparation of a Strategy for Economic Development and Heritage Preservation in downtown St. John's. The consultation process involved the following elements:

- Establishment of a Steering Committee consisting of various groups and organizations with an interest in development of the downtown;
- Regular meetings of the Study Team and the Steering Committee
- Invitation to the Public for written submissions
- Hosting of a public day-long Heritage Forum to discuss downtown development and heritage issues
- Meetings with various stakeholder groups and business organizations to discuss downtown development issues; and
- Interviews with key persons 1) with interests in the downtown; and 2) with similar experiences elsewhere in Canada and abroad.

Information was used in the preparation of Background Reports I - III and in the Final Downtown St. John's Economic Development and Heritage Preservation Strategy document.

Steering Committee Members

Deputy Mayor Marie White, Chair, representing the St. John's Municipal Council.

City of St. John's:

- Mr. Ron Penney, Chief Commissioner/City Solicitor, City of St. John's.
- Mr. Art Cheeseman, Associate Commissioner/Director of Engineering and Planning, City of St. John's, Dept. of Engineering and Planning.
- Mr. Dave Blackmore, Director of Building and Property Management, City of St. John's, Dept. of Building and Property Management.
- Mr. Cliff Johnston, Manager of Planning and Development, City of St. John's, Dept. of Engineering and Planning.
- Ms. Elizabeth Lawrence, Manager of Economic Development, City of St. John's, Dept. of Economic Development and Tourism.
- Mr. Kevin Gushue, Manager of Tourism, City of St. John's, Dept. of Economic Development and Tourism.
- Mr. Ken O'Brien, Supervisor of Planning and Information, City of St. John's, Dept. of Engineering and Planning; project manager.

Government of Newfoundland and Labrador:

- Mr. Michael Clair, former Director of Culture and Heritage, Department of Tourism, Culture and Recreation, Government of Newfoundland and Labrador. (As of late 2000, Mr. Clair was seconded to the Province's Executive Council; he will be replaced on the committee by Ms. Jean Bishop, the new Director of Culture and Heritage.)

Government of Canada:

- Mr. Greg Stamp, Account Manager, Atlantic Canada Opportunities Agency; a downtown resident.
- Professor Shane O'Dea, Vice-chair, Board of Governors, Heritage Canada Foundation, and a professor of English at Memorial University of Newfoundland. Heritage Canada Foundation.

Organizations:

- Mr. George Chalker, Executive Secretary, Heritage Foundation of Newfoundland and Labrador.
- Mr. Phonse Miller, representing the St. John's Downtown Development Corporation; a downtown resident and a downtown business owner.
- Mr. Bob Fagan, General Manager, St. John's Downtown Development Corporation.
- Ms. Alison Carter, professional dancer, representing the St. John's Arts Strategy Committee; a downtown resident.
- Ms. Kathleen Parewick, land-use planner with the Department of Municipal and Provincial Affairs, representing the St. John's Arts Strategy Committee; a downtown resident.
- Ms. Heddy Peddle, Executive Secretary, Johnson Family Foundation.
- Mr. Dieter Staubitzer, owner of New Victorian Homes Ltd., representing the Eastern Newfoundland Home Builders Association.

City of St. John's Downtown Forum

Agenda Saturday, March 4 E.B. Foran Room City Hall

8:30am	Registration
9:00 - 9:15	Welcome, Introductory Remarks
9:15 - 10:30	Downtown St. John's - Panel Discussion
10:30 - 10:45	Break
10:45 - 12:00pm	Issues and Challenges
12:00 - 1:00	Lunch
1:00 - 1:30	What Future for Downtown?
1:30 - 3:00	Small Group Discussions - principles, priorities and desired vision for the future of downtown St. John's
3:00 - 3:15	Break
3:15 - 3:45	Group Reports
3:45 - 4:30pm	Plenary Discussion/ Conclusions/ Next Steps

Public Advertisement

Evening Telegram
March 1, 2000

Express
March 1, 2000

Summary of Heritage Forum

Following a panel presentation to bring forward various issues and considerations important to the future of the downtown, a general discussion took place. The following highlights the main points which Forum participants brought forward:

- The study Terms of Reference should recognize the impact which economic development can have on residential neighbourhoods, and recognize that a strong residential component has important economic benefits for a downtown as well. A number of people raised points about the link between downtown economic growth and a healthy, affordable supply of housing.
- A point was made regarding the importance of considering the downtown as an ecosystem and the connection between living and working downtown, that heritage is more than bricks and mortar, it is memory, shopping in old shops, young and old people, safety, and the unique characteristics of neighbourhoods.
- Heritage is not only about design or tourism, or economic development. It is something that we should preserve and be interested in for ourselves. Many people made reference that we should be careful not to "Disneyfy" the downtown.
- Questions were raised about whether the results of the project would be made public. Concerns were raised that not enough emphasis was being placed on asking people what they want, how this strategy will impact on them. Public participation by ordinary people.
- A more pedestrian friendly waterfront, with perhaps a bus shuttle from one end to the other would be great.
- Businesspeople spoke of the changes that occurred in the downtown - the impact of the malls which resulted in many vacant commercial premises in the downtown, but recognize that this is now starting to come back - property values are up, businesses are moving back, new businesses are starting up.
- The special or "unique" nature of the downtown was mentioned by several people, particularly with respect to friends or relatives who visit. Comments that other areas of the city were just like "anywhere else", but the downtown is unique, and this uniqueness should be preserved/maintained.
- Economic development through preservation of heritage and the environment was mentioned as a means of providing opportunities to future generations and keeping them here, as opposed to having them move away for work. A harbour cleanup, a more pedestrian friendly waterfront/Harbour Drive, would be a good place to start.
- Some residents questioned the boundaries of the study area and asked that they be expanded to include a larger area.

- The issue of a harbour cleanup was raised as an important issue that would need to be included in any plans for the future of the downtown.
- Concerns were expressed about those properties - either vacant or undeveloped, and the possibility of development proposals being put forward before the City could decide what would be best, in terms of building height, bulk or use. Hence a need for a plan to put the boundaries/limits on development in particular areas, is urgently needed.
- Many people spoke about the importance of maintaining and supporting the residential integrity of neighbourhoods in the downtown.
- Maintaining important views in the downtown came up many times, in relation to the Benevolent Irish Society building townhouses on Queens Road, and more generally. Many people expressed concerns that if buildings were permitted to be built so that they would block views of the harbour, that the unique nature of the downtown would be lost, and that this loss would also mean a loss of the City's history/heritage. People expressed concerns that the City was not as attuned to heritage values (including views) as the public.
- Some people called for a moratorium on new building construction, others suggested the limit of 4 stories is too much in some areas - it should be less.
- It was suggested that the provincial government needs to recognize that the Downtown of St. John's is important to the provincial economy and therefore the province should be concerned about what goes on there. It was suggested that a provincial policy on the downtown needs to be developed.
- Many people expressed concerns that the City was not listening to residents of the downtown when it came to development issues. This means that individual citizens or groups, cannot be effective in efforts to improve the downtown.
- A litter problem in the downtown area was raised. People mentioned that more waste receptacles, public education are needed.
- Points were raised about the design of future development. A need for urban design guidelines which would result in buildings which ADD to the attraction of the City.

- A suggestion was made that there is a need for more public art in the downtown.
- The importance of tourism to the local economy was raised, and it was suggested that as tourism is a key economic indicator, the city should increase support to its tourism department.
- Property tax incentives were suggested as a means to encouraging further renovation of properties in the downtown.
- The contribution of the arts community to the downtown was discussed. A vibrant arts community can only survive if there is affordable housing, work and display spaces. Concern was expressed about the future of the downtown arts community should rents exceed the ability of artists to pay.

Newspaper Clippings

Written Submissions

Written submissions were received from the following groups and individuals:

- Joe McGrath
- James Hiller
- Newfoundland Historic Trust
- Roger W. Peattie
- Sean Murray
- Gerard Hayes
- Signal Hill and Area Residents Association
- Nolan Hall
- Stephen Jewczyk
- Brenda Redmond
- Downtown West Neighbourhood Association
- Clyde Rose, Breakwater Books
- Charles Anonsen
- Albert Hickman, Hickman Group of Companies
- Mrs. Annie Oakley
- Thomas G. Mills
- Georgestown Neighbourhood Association
- Darren McGrath
- Author Unknown (signature not clear)

Copies of all submissions received are contained in Appendix 2.

Questionnaire Results

A copy of the questionnaire used at the Heritage Forum is contained in Appendix 3. A total of 38 questionnaires were completed and the results have been tabulated and summarized below. *The views presented are those of the respondents. Comments for the last two questions are presented verbatim from the questionnaires and have not been summarized or edited by the Study Team.*

Results

Why did you choose to attend the Downtown Forum today?

- I am a downtown property owner
- Interested in downtown/ development/ revitalization
- Interested in heritage preservation
- Part of a neighbourhood group
- To participate and learn about what is happening
- To share my concerns
- Because such public consultation is essential
- Because of what is happening to the Benevolent Irish Society building on Queen's Road
- Concerned that downtown development be done right
- Read about it in the paper
- Resident
- To have input to the study/to become involved as a resident of downtown/care about downtown
- To represent "old" people and bring a historic perspective to the seminar

Are you a resident of Downtown St. John's? 30 Yes 7 No 1 Don't know

If yes - What problems have you experienced living downtown?

- Lack of various retail services (lost over the years - books, grocery, clothing, department stores, movie theatres)
- "View hogging"
- Litter and "doggie doo"
- Garbage, not enough garbage cans
- Sewage problems
- Traffic, parking, 12 story zoning in residential neighbourhoods
- Absentee landlords
- Vandalism
- Condition of streets and sidewalks in some areas
- Noise - i.e. George Street bar patrons
- Gentrification - properties being bought up for "upscale" housing
- None
- Non-conforming buildings in residential neighbourhoods
- No recycling collection depots

What do you see are as the main advantage of living downtown?

- There is "Life" there
- Good quality of life
- Close to everything I need
- Opportunity to walk and shop in one of the most unique parts of North America
- Convenience and comfort
- Access to the "community"
- Sense of community/neighbourliness
- It's character - human scale
- A sense of belonging to history
- Variety of lifestyles, beauty, mix of income levels
- Mix of property size, building styles, types of uses
- View of the sea/harbour
- Everything
- The Harbour (front)
- Architecture
- Pedestrian "friendly"

Are you an owner/operator of a business or commercial premises in the Downtown? 3 yes

If yes a) What problems have you experienced because your business is located downtown?

- Garbage
- Truck traffic
- Parking
- Uncertainty about development

b) What do you see as the main advantages of having a business located downtown?

- Catering to downtown residents and business employees
- Views
- Central, convenient location
- Good customer flow

c) How do you think your business would be affected if adjoining buildings were

1. Renovated/refurbished?

- An advantage
- Positively
- Would improve

2. Replaced with new construction?

- A disadvantage
- Depending on style and size - Great!
- Not necessary

Do you have any trouble visiting/doing business in the Downtown? 12 Yes 18 No

If yes, what kind of problems?

- There is a perceived lack of parking (but that is not true)
- Parking at times
- Parking tickets
- Traffic control during busy times
- Teenage loitering
- Beggars
- The types of shopping I want are not available
- Parking during special events
- No supermarket
- Lack of discount stores
- Store hours need to be longer in the evenings
- Traffic light on Duckworth/Prescott Streets
- Too much litter
- Lack of shovelled sidewalks in winter
- Miss the department stores
- Lack of green spaces, theatres
- I would recommend that there be an investigation as to the number of waste receptacles in the downtown areas and many new trash barrels placed there. This could prevent a lot of litter in the streets.

What things do you do in the Downtown on a regular basis?

37 shop	23 other business (including work)
36 visit the waterfront	34 walking/ relaxation
32 bars and restaurants	
31 cultural activities (museums, theatre, art galleries etc.)	

Other:

- Government services
- Biking, rollerblading
- Go to church
- Attend meetings
- Rehearsals/classes
- Attend music festivals
- Community volunteering
- Photography
- Provide tours to visitors
- Work out (at health clubs)
- Enjoy friends and neighbours

What services (public or private) are needed in the downtown that are not currently available?

- Retail anchor
- Library
- More museum facilities
- Grocery store
- Street/sidewalk cleaning
- Anti-litter campaign
- More garbage receptacles
- Harbour cleanup
- A Thai restaurant
- A movie theatre
- Public washroom facilities
- Benches
- More events
- Hardware store
- Daycare
- Moderately priced clothing stores for women
- Outdoor market
- Restaurants with a view
- Recycling Depot
- Office supplies
- Small retail spaces that marginal business can access
- Rehearsal/studio space
- Gymnasium
- Appliance/electronics store
- Fabric and sewing supplies store
- Green spaces
- A place for youth
- Crosswalks located where people cross (ie. Anna Templeton Centre, Duckworth Street)
- Free transportation - shuttle service in the downtown.

Do you think commercial development should be permitted in downtown residential neighbourhoods? 21 Yes 9 No 6 Don't know/maybe

If yes, what kind?

- All kinds depending on the type of development, the neighbourhood and respectful of area residents
- If small scale, agreeable with neighbours and does not exacerbate the parking situation
- "Small" commercial outlets such as shoe repair shops, small grocery stores, bakeries, wine stores, an "odds and ends" store.
- Hair salons, tailoring, corner stores etc operating from 9am to 5 pm with residential units on the second floor
- Any business that does not compromise sound and view quality

- Home-based businesses, small convenience stores or specialty shops
- Developments which would improve the aesthetics of the area
- Provided they are located on streets where commercial properties have traditionally been found.
- Crafts, pet grooming, day care if proper facilities such as parking are in place
- Not unless approved by residents
- Small-scale, people-friendly shops, boutiques, restaurants and Bed and Breakfasts
- Cafes, cinema, galleries, deli, bookstore, craft store.
- Using existing buildings for local services
- Live/work studio spaces
- Small-scale and non-polluting
- Small shops at block corners

If no, why not?

- Keep residential neighbourhoods for residents
- If people are expected to invest they need assurances that their investment is secure
- No more concrete buildings that cost 40 million dollars!

What is it about the Downtown that you like/value most?

- Its look and feel
- Interesting views
- Individuality/it's unique
- Architecture
- Harbour view
- Closeness to the water
- People/neighbourhoods
- Trails
- Laneways
- View of the South Side Hills
- Being able to walk home at night
- Atmosphere/colour/history
- The scale of things
- Cultural community
- A prestigious/proud feeling
- Feeling of safety
- Walking
- The old look with new paint
- The mix of residential and commercial uses
- Social mix
- The light falling in the lanes
- Its physical presence
- Safe for children
- People-friendly scale of development
- A character and feel of closeness to the city

- The harbour
- Quaintness
- "Old World" character
- Heritage
- Uniqueness at Christmas, lights, snow falling
- A sense of community - it's life enhancing!
- You can walk everywhere
- Evident pride of ownership

What concerns do you have about future development in the Downtown?

- Current heritage-type structures will be neglected or trivialized amid future development
- Unbridled corporate expansion such as Fortis Building, Atlantic Place (a large modern building on Water Street), TD and Scotia Bank
- That we are not over-run by big business which rakes and rapes our land with no regard for our culture - we are not to be cloned. We are unique with 500 years of heritage. We don't want to be sold down the tubes by politicians. We want a pleasant, clean, safe society. We have it, let's keep it!
- There will be "too little" done "too late". That heritage buildings will be demolished (instead of being repaired) and poorer buildings erected. That not enough effort will be given to proper plans for our "Heritage area".
- Lack of materials control, preservation of the views, residential parking, consultation with downtown residents.
- I am concerned that there is no plan to destroy Atlantic Place.
- Large scale development overshadowing small business i.e. chapters moving in. We need anchor stores like Bowering's used to be but the architecture/design must avoid large parking lots, obtrusive buildings - protect streetscape.
- Lack of a long term plan - development guidelines - influence of dollar versus what's good for the area.
- That only upper middle class and above people will be able to afford to live here.
- That development interests will block views, build monster concrete and glass rectangles,, uglify and destroy our cultural memory.
- That it (future development) will destroy the beauty of Water Street, the waterfront, harbour. Leave it to **we** the people!
- Lack of concern for heritage protection
- High rise office - proliferation of too upscale businesses, bars, outside decks etc.
- Development is not a bad word. It just takes vision to make development compatible with heritage, commerce with residential usage, Can downtown population be increased with some high-density development that does not destroy the character of the downtown area? Something should be done about Harbour Drive to make it attractive to pedestrian traffic and shopping.
- The blend of industrial/commercial with other uses, and still maintaining the city's character will be difficult. I fear even more inappropriate road building - St. John's does not have a serious traffic problem. Care and sensitivity are essential - no more big blue eyesores (Note: reference to a new industrial building on Water Street West near the old railway station).

- Future of churches and institutional buildings.
- Over development
- Poorly planned business (office) spaces that destroy the look of the heritage appearance of the area, or block the historical view. These would be useless after the oil boom is over and done.
- Too much mindless development, loss of heritage and living neighbourhoods.
- Inappropriate development not consistent with the current scale or character or building type or materials.
- Development that blocks harbour or Signal Hill views (these are strong natural features that should be the focal point of view lines)
- "Heritage focussed" development that misrepresents the true history of the building and area and gives a false message (don't forget the concept of a "cultural landscape".
- Developers (well financed) holding sway!
- Transportation, ugly high rises, loss of heritage views, buildings, green spaces
- Lack of political will!
- Anything goes regardless of its effect on the downtown, just so long as it's development!
- That speculative interests will be allowed to demolish good buildings and worse, replace them with towers that block vistas and destroy the very attractiveness that is its very basis of our economic potential.
- Large office buildings do not need great views.
- Modern buildings/more concern for cars than pedestrians. Lack of outdoor people spaces, lack of greenery, garbage and vandalism.
- That it will lose its "quaintness" and become just "another city".
- Views from residential, not commercial space upon development, paid parking (residential) and cost of housing.
- More big ugly buildings, gentrification - people not being able to afford to live here, art spaces being driven out - for example: the Old London (a former department store on Water Street).
- Excessive gentrification (i.e. making living space so expensive that only the high income earners will be left)
- High-rise monsters
- That views are not destroyed, that property and space do not get priced out of regular people's reach, that existing heritage buildings get re-used wherever possible, that new buildings have an aesthetic connection to heritage buildings or have some sense of style that will be appreciated in years to come.
- That the gritty vibrant mix of uses may be inadvertently sanitized, pushed out by more "economically viable" developments.
- That the easy way out will be chosen. That "heritage" will be a label slapped on any shoddy, work just to get it accepted.
- All concerns. My children's development in their neighbourhood becoming a metropolis rather than keeping it the unique town we are.
- Big buildings, industrial encroachment, increased truck traffic, increased crime as we grow.

How would you describe Your vision of Downtown St. John's?

- A place where lots of people live, and where they can leave their homes to walk around and enjoy the neighbourhood - outdoor cafes in summer, shops, children playing
- Very positive as long as strategic planning includes protection of existing heritage sites and encourage industrial and commercial development away from heritage sectors. Traffic and parking space is already becoming a problem.... with major government offices..... but it should not be pushed in suburban areas either.... a question of balance.... and the city has to change and grow... like a living entity.
- Small satisfying in size for shopping facilities. No more Walmarts/McDonalds etc. Keeping towards the European lifestyle rather than an urbanized, North American one.
- That it be a vibrant mixture of young and old inhabitants, commercial, industrial and residential activity. That its built infrastructure combined the best of the old with the most exciting and innovative new architecture. That we have a young Frank Gehry here who will do his best work in this city.
- Lower density built form/texture is preserved, the arts/cultural community is recognized as an important stakeholder/indicator group in relation to the development of downtown.
- Living, breathing neighbourhood(s) that act as the cultural/social hub of the city where residential and small scale commercial coexist, with well preserved heritage that draws on active history rather than a Disney tourist style, with some small public green spaces with good views as natural gathering places.
- Preserve and enhance what we have now, clean harbour, clean streets.
- A historic, visually distinctive place to live (work, shop, learn, raise a family etc.) That can advance into the future, confidently, remembering and preserving everything (as much as humanly possible) that has made it what it is.
- A space and community where the livyer's quality of life is enhanced by living here. Environmentally, artistically, health-wise, visually, historically, accessibly enhanced. A place where I can live and not have to own a car to meet my needs. A safe place where my children will feel it's their place and their space and live as part of a community. A place where an artist can afford to live.
- Become more merchant-based, instead of corporate-based. Fixed housing costs, reduced rental properties in certain areas and a place for 30 something's to enjoy living and working.
- Much as it is now I would like to see no more "Scotia Towers", TD Banks, etc. The existing buildings look so much more attractive when they are done up.
- A clear area where business takes care of the area in front of their stores, places for all ages to relax and enjoy the downtown. Places for buskers.
- Halt new development, force developers to refurbish old buildings (big trend in Toronto to build gorgeous lofts in old structures). Re-Zone areas with 12 storey potential and develop into building zones that keep the heritage facade.
- Watch out for ad hoc progress and stay the course.
- Vibrant, versatile, living working, service space. Very clean - a joy to visit or live in.
- The oldest, most vibrant, safe - unpolluted city in North America.
- Utilization of existing buildings in the downtown as office space. Tall buildings can be put up on areas like Kenmount Road or away from the old city. There must be a preservation of the historical blended with the new.

- Over-development.
- A city rife with character, local crafts, good views, old world ambience combined with businesses appropriate to such ambience. Not an upscale yuppi haven.
- Lack of concern for heritage protection
- The View! The View! The View!
- A downtown that respected its heritage, beauty, sense of place - a healthy mix of modest commercial, working and residential inhabitants. Community and integration of multiple heterogeneous elements is the key.
- Utilize vacant space in a way that fits the heritage character - retail on the 1st floor/residential and office uses on the second and third. Make sure that there is enough affordable space.
- Businesses - residential - cultural - historical mix. A lively community that markets to the population of all St. John's and surrounding region. We all can't live there but we can all support and promote it.
- New development and infill that compliments existing older buildings. More greenery, homeowners that abide by garbage by-laws/snow clearing. Low income housing areas need to be protected and promoted.
- A "Main Street" - Water Street - that's alive in the daytime. A Department Store, Branches or Main offices of various insurance companies and other businesses. Perhaps a ticket office of arts and culture. In short, good stores, and other businesses that will make us proud of our heritage city.
- One in which developers such as Sobeys with its negative impact on properties it holds such as on Victoria Street and Kickham Place are sent packing.
- Maintaining diversity and building on that. Adding new development where needed but in a way that ties it to the old (maintaining older facades for example, using setbacks to decrease visual height, use of landscaping to camouflage unsightly features such as propane tanks, oil tanks, service areas). A clean harbour with walkways around it. Increased pride of ownership by the City, the residents, the business people and developers to build and maintain their properties in such a way that everyone living in, working in, visiting St. John's can consistently enjoy being here.
- It is a place of colour, vitality, diversity. People can walk to many places of business, Ideally, downtown would be almost self-contained in terms of residence, shopping and the like.
- Small scale character maintained; incorporates the harbour (doesn't turn its back on the harbour and the activity there); more street level stores/restaurants/business entrances; broader range of entertainment options, eg. Movie theatre, concert/play venues (not everyone is interested in strip bars!); provides people-friendly office/business space, quality housing with offstreet parking; allows for individuality in development and design, so all buildings don't look the same; does not limit design/planning to a specific period - the downtown should be allowed to evolve and incorporate new ideas.
- As no body is whole without sight, so no city is whole without scenery. In the case of the City, there is a necessity to see and be seen. It cannot see without people. It cannot be seen without views, without buildings. Each must regard and respect the other. For St. John's to be fully revitalized (I accept that we have done a fine job with residential areas) we need to ensure that we fill the downtown with people (residents, retail workers, merchants, office personnel) all of whom regard the area with appreciation. To do that we have to have spaces to be, work and walk in that engages and commits their appreciation.

Key Person Interviews

To obtain information and opinions during the course of the research, consultations were also held with the groups and individuals listed below. Information and opinions received from these individuals is incorporated in Background Reports 1, 2 and 3.

St. John's

- Colin Baird (owner of a downtown commercial heritage property)
- City of St. John's Heritage Advisory Committee
- St. John's Downtown Development Corporation (Group Meeting)
- Eastern Newfoundland Home Builders Association (Group Meeting)
- Department of Works, Services and Transportation
- High Tech Firms (meeting organized by St. John's Economic Development Department)
- Harris K. Flight, Client Accommodation Services Advisor, Real Property Services, Public Works and Government Services Canada.

Others

During case study research, the Study Team contacted the following groups and individuals:

- Donald Douglas, CEO of United Inc. (the largest highrise developer in Calgary)
- Harold Milavsky, Chairman of Quantico Capital Corp.(and formerly a senior executive with Trizec Corp.)
- Mark Love, CEO of Consumers Strategy Group (a Calgary marketing firm that designs sales strategy for real estate developments -- including both conventional developments and "heritage" developments)
- Robert Holmes, Executive Officer -- Planning & Transportation for the City of Calgary.
- Stef Scheiden, CEO of Facilities Management Development Co., Calgary
- Steven Rickard, Appraiser, Calgary
- Mark London, Planner, City of Montreal
- Mary Kenny, Atlantic Home Builders' Training Board
- Leon R. Bensason, Heritage Planner, City of Kitchener
- Jeannette Hlavach, Heritage Planner, City of Vancouver;
- Alastair Kerr, Heritage Conservation Branch, British Columbia Ministry of Small Business, Tourism and Culture, Victoria
- Judy Oberlander, Director, City Program, Simon Fraser University, Vancouver
- Leanore Sali, Gastown Business Improvement Society, Vancouver
- Jim Bezanson, Heritage Development Officer, City of St. John
- Margaret Campbell, General Manager, Uptown St. John
- Wayne Brown, Head of Heritage Unit, Nova Scotia Department of Housing & Municipal Affairs, Halifax
- Kevin Barrett, Planner, Halifax Regional Municipality

Key Person Interview List Contd.

- Donna Davis-Lohenes, Director of Planning, Halifax Regional Municipality
- Renee Fields, Downtown Halifax Business Commission
- Duncan Fraser, Planner, City of Edmonton
- Steve Barber, Heritage Planner, City of Victoria
- Dr. Rob Pickard, Coordinator of the Legislative Support Task Force, Cultural Heritage Department, Council of Europe, Strasbourg, France
- Rachel MacRory, Department of Arts and Heritage, Ireland
- David Lovie, Planner, City of Newcastle upon Tyne, United Kingdom
- Dr. Frank Hefner, Economist, School of Business and Economics, College of Charleston; and
- Robert M. Gurley, Preservation Society of Charleston, NC.

Key Person Interview Questions

The following question guide was used during interviews with key persons associated with Retailers/Investors and Property Developers/Rehabilitation Firms.

Retailers/Investors

1. What investments have you made in last 5 years?
2. Why did you make these investments? What encouraged you to invest in the downtown? What factors influenced your decision?
3. Where did this investment come from? Your own sources, banks, etc?
4. What is your perspective on the downtown economic environment? Is it growing, where are the/your key markets coming from? What makes the downtown "attractive"? What makes it "unattractive"?
5. What are your expectations for the future? What are your main concerns about the future?
6. What kind of "downtown future" do you want to see? What future is "possible"?
7. What kinds of things/initiatives are needed to encourage stronger downtown markets? What specific policies/plans are needed to enhance/maintain current investment and development patterns in the area, or to make the downtown a more "attractive" place?

Specific Issues/Concerns:

- marketing and promotion of their retail activities
- maintenance of heritage streetscape, protecting the property investment/improvements (storefronts) they have made (inappropriate changes by other operators/property owners)
- ensuring other operators/property owners "buy in" to the heritage milieu
- ensuring a balance between maintaining heritage fabric and attracting customers (decks, garage doors, customer access/goods delivery, etc.)

Property Developers/Rehabilitation Firms

1. What are the key factors presently encouraging new investment in the downtown residential sector? In the non-residential sector?
2. What kinds of people are investing in the downtown? Why are they investing now? What are their "expectations"?

3. What kinds of economic spin-offs can be generated? What are the opportunities for other St. John's business operators (e.g. materials suppliers, skilled workers, heritage product manufacturers).
4. What are some of the new (as yet undeveloped) opportunities? For existing heritage structures, vacant sites, etc.?
5. What are your expectations for the future? Will consumer markets continue to expand? What are your concerns? What things might "threaten" the success which has been achieved?
6. What specific new policies or initiatives are needed to support future investment? What other stakeholders need to be involved? What is the best role for the City to play?

Specific Issues and Concerns

- protecting the investment already made (i.e. from incompatible development)
- enhancing the attractiveness of the downtown, protecting views and the physical setting
- future sources of investment capital
- current and future availability of skilled workers, or new supply firms.

Appendix 1 Heritage Forum Participants and Mailing List

Appendix 2 Written Submissions

1. Joe McGrath
2. James Hiller
3. Newfoundland Historic Trust
4. Roger W. Peattie
5. Sean Murray
6. Gerard Hayes
7. Signal Hill and Area Residents Association
8. Nolan Hall
9. Stephen Jewczyk
10. Brenda Redmond
11. Downtown West Neighbourhood Association
12. Clyde Rose, Breakwater Books
13. Charles Anonsen
14. Albert Hickman, Hickman Group of Companies
15. Mrs. Annie Oakley
16. Thomas G. Mills
17. Georgestown Neighbourhood Association
18. Darren McGrath
19. Author Unknown (signature not clear)

Appendix 3 Forum Questionnaire

